



# WOMEN'S PHILANTHROPY

## AN OPPORTUNITY FOR PHILANTHROPY AND COMMUNITIES

*by William C. Richardson*

For decades the W.K. Kellogg Foundation has explored ways to enhance and expand philanthropy. In recent years, the programming focus has been on learning new ways to support and cultivate additional philanthropic resources for the common good. Specifically, the Foundation has looked for untapped potential in giving – logical points of investment to solidify existing resources and leverage new ones.

Many new resources exist, and will have a significant influence on the future shape of philanthropy and volunteerism. Social entrepreneurs, new wealth creators, young people, communities of color, corporate social innovators, and women are all giving their time and money to build better communities. By supporting and connecting emerging funds – many of which target segments of society often underrepresented in philanthropy – we are learning ways to draw more people into the practice of giving. At the same time, we are increasing the resources available to communities.

The Kellogg Foundation's work in Women's Philanthropy is part of this larger effort. Lessons learned from recent investments have informed our own discussions and decisions. They also have bearing on the pursuits of other philanthropic and nonprofit organizations.

*(continued on next page)*

# UNTAPPED RESOURCES, UNLIMITED POTENTIAL

## WOMEN'S PHILANTHROPY INCLUDES:

- Philanthropies developed for and by women;
- Funds within philanthropic organizations earmarked for women and girls; and/or
- Philanthropic organizations focused on issues related to women in the larger society.

(Richardson *continued*)

Understanding the opportunities and challenges of growing Women's Philanthropy can ultimately help us develop other forms of giving. With new wealth being created daily, and a significant amount of wealth expected to be transferred between generations in the coming decade, it is more important than ever to identify untapped potential and unleash new resources from diverse populations.

Our investment in Women's Philanthropy is just one step down the road. But it is a step that takes us closer to the goal of improving lives and building sustainable communities. It is our hope that many others will travel this road in the years ahead.



**William C. Richardson**

President and Chief Executive Officer  
W.K. Kellogg Foundation



## GLOBAL ISSUES AND UNPRECEDENTED OPPORTUNITIES

### Background

Philanthropic organizations developed for and by women emerged in the late 1970s. Since that time more than 100 women's funds have been formed, 60 of those in the last decade. Over the last twenty years, as women entered the job market in greater numbers, established businesses, joined networks, and acquired assets, the number of women's funds has grown steadily. Today, as the number of women-owned enterprises continues to grow and gains in the stock market and technology development are creating new wealth at a furious pace, the potential for these funds and women as philanthropists seems unlimited.

The missions of women's philanthropies reflect both the potential and pitfalls of a rapidly changing society. Many funds are dedicated to improving educational, economic, or career opportunities for women and girls. Others focus on securing legal rights and equality for women in society. The range of missions is considerable, but the increase in giving by women for the benefit of women and girls suggests the appeal of this form of philanthropy.

Yet the philanthropic assets and disbursements of these funds, although much increased since the mid-1980s, are still quite limited compared with the issues they address. Women's philanthropy and funding specifically targeting women and girls represent a modest percentage of all philanthropic investments. Since women overall are disproportionately affected by every economic trend, the opportunities for improving communities by targeting issues that impact women and girls are tremendous.

Although women have made significant gains toward parity in both the workforce and education since the 1970s, women and children in the United States continue to comprise far too great a share of the poor. Women are more likely than men to earn less money, have less education, and live at the poverty level than men. By some estimates, more than 65 percent of the poor in the U.S. are adult women. Women also make up 75 percent of the elderly poor, and are less likely than men to receive a pension or other retirement benefits. Two-thirds of the 60 million women working outside their homes have no pension plan. Those

who do have pensions generally receive half the benefits of their male counterparts.<sup>1</sup>

And United States statistics only mirror global conditions. The displacement of workers and economic changes worldwide are creating instability for women and children in virtually every nation. The 1995 United Nations Conference on Women in Beijing underscored international trends placing

women at risk. The world over, women remain the poorest of the poor – often excluded from education and the economic opportunities that would allow them to improve their own lives or family circumstances. Kellogg Foundation programming experience in the U.S., Latin America and the Caribbean, and southern Africa continues to confirm the impact of these trends and reaffirm the role philanthropic organizations can play in catalyzing social change.



## UNTAPPED RESOURCES TO ADDRESS SOCIETAL CHALLENGES

When information about the issues facing women is juxtaposed with related data, the relative size and scope of women's philanthropy today seem more important.

- According to recent Federal Reserve Board data, women control more than 51 percent of the personal wealth in the United States.
- Women now own one-third of all privately held businesses in the United States, according to *Time* magazine, employing more people than all the Fortune 500 companies combined (May 17, 1999).
- The projected transfer of assets from the World War II generation to U.S. "baby boomers" will likely provide women with even more capital. Women stand to inherit many trillions of dollars in the next decade.

Unless more women are tapped as donors and decision makers in philanthropy, the potential gain to philanthropic resources may not be fully realized.

The extent to which women participate in giving and view themselves as donors is crucial not only to women's funds, but to philanthropy in general. Donors tend to function as leaders and advocates in the realm of philanthropy and within their commu-

nities. Through service on boards, donations, and participation in fund-raising campaigns, active philanthropists bring issues and constituencies to the fore of public awareness and seek support for new approaches to improving conditions related to their interests. Donors from marginalized groups often use their financial resources, time, and energy to right wrongs and create opportunities they themselves may have been denied. Philanthropy is rife with examples of this dynamic, and communities continue to benefit from the interests and perspectives of passionate individuals and groups and the organizations they have established.

Viewed from this perspective, strengthening existing women's funds and connecting their work with mainstream philanthropy represents an opportunity for expanding philanthropic participation on many levels. Given the growing economic prosperity of many women and their connections with corporations, colleagues, and clients, funds targeting women and girls have the potential to appeal to new donors and access untapped resources. By attracting and engaging women in philanthropic work, expanded giving by and for women also stands to broaden perspectives within grantmaking organizations – and identify and develop new leaders for philanthropy in the future.

<sup>1</sup> Sources include: Statistical Abstract of the United States, 1998. U.S. Department of Commerce Economic and Statistics Administration, Bureau of the Census, 1996 figures; U.S. Bureau of Labor Statistics, 1996; Elbeda and Tilly, *Glass Ceilings and Bottomless Pits*. South End Press, 1997; Center for Policy Alternatives, 1998. Also see Volume One of Mary Ellen Capek's *Women as Donors: Stereotypes, Common Sense, and New Challenges* noted at the conclusion of this report.



## PARTNERING WITH WOMEN'S PHILANTHROPY

Mindful of these opportunities, the Women's Philanthropy Cluster was conceived to strengthen the infrastructures of women's funds, foster additional connections with mainstream foundations, and increase the capacity of women's funds to capitalize on timely opportunities. By investing in some established women's funds and organizations, and linking these grantees in a common pursuit, W.K. Kellogg Foundation program leaders envisioned:

*Creating a framework* to strengthen women's funds already providing leadership in the field. A small but growing number of organizations centered on issues facing women and women's philanthropy could form the nucleus of a stronger network of resources for philanthropic work targeting women and girls. By supporting the development of a more solid infrastructure within key organizations, a strategic investment could increase the overall capacity of women's funds and philanthropic work in the field.

*Increasing connections* among philanthropic organizations with common goals. In fast-growing organizations, resources and opportunities for linking with peers, identifying points of common interest, gathering new information, and mounting collaborative efforts are scarce. By linking grantee organizations with each other – and exploring connections with other philanthropic organizations – a strategic investment could begin to interweave the interests of related organizations to expand philanthropic resources. Drawing the leaders of women's funds into networking sessions centered on grant-related objectives also could create a time and place for leaders in the field to build on existing links and initiate new ones.

*Identifying ways to access new resources* to strengthen existing organizations and support the long-term expansion of women's philanthropy. What kind of support do organizations targeting issues related to women and girls need to thrive and grow? With limited data on

donors, disbursements, and public awareness and attitudes toward women's philanthropy, those interested in supporting this form of philanthropy may not know where to begin. By focusing on the development of a few key organizations in the field, and bringing their leaders together throughout the process, Kellogg Foundation program leaders could begin to understand how to support women's philanthropy and disseminate what was learned to inform colleagues in other institutions and communities.

*Fostering leadership development* to support continued growth within the field of women's philanthropy. Both women's funds and mainstream philanthropic organizations need visionary, capable leaders to manage growing operations and anticipate future needs, trends, and issues. Philanthropies need to learn how to identify and support the development of the next generation of leaders. By expanding the leadership development efforts of women's funds already in progress, and supporting fledgling projects, the Women's Philanthropy Cluster could assist in the process of testing and disseminating strategies for leadership development in the field.

The Women's Philanthropy Cluster strategy was to strengthen the individual capacities of five leading organizations in the field – to bring their leaders together to identify issues facing the advancement of women's philanthropy and determine promising courses of action for addressing them. In the process of facilitating the work of grantee organizations, the Foundation also sought to learn about collaboration, leadership development, and operational capacity issues in the field to inform strategic grantmaking and expand knowledge available to philanthropies and communities. To maximize the lessons learned from this two-year funding effort, the conceptual design also included ongoing evaluation and dissemination activities.





## GRANTEES REPRESENT CHALLENGES AND POTENTIAL

In October 1996, five grantee organizations were selected for the Women's Philanthropy Cluster to represent a range of regional, national, and global perspectives in a burgeoning field. Although they shared common roots and many were affiliated at the institutional level, their leaders had few opportunities to collaborate and the organizations worked in relative isolation from one another. Yet individually each could accomplish only so much. Fueled by the rapid economic growth that characterized the 1980s and '90s, interest and community demands often exceeded resources – especially time, expertise, and energy. To grow beyond existing capabilities, leaders in these organizations recognized they needed an influx of additional resources.

In general, grantee organizations – both women's funds and member organizations – were established based on the strong beliefs of founders determined to benefit women and girls or to raise gender-related issues perceived as neglected in mainstream philanthropy. Some organizations were approaching a transition in leadership; others were facing changes in strategic approaches or struggling to balance daily operational responsibilities with the need to do long-term planning. Like many growing philanthropic organizations, they faced a cycle of internal and external pressures – to increase resources in order to expand programming and to expand programming with measurable impact to increase resources.

Collectively the five grantees illustrated the pressing organizational challenges, yet rich potential, of targeted philanthropies.

*The Global Fund for Women*, based in Palo Alto, California, was founded in 1987. The fund focuses on international grantmaking, raising awareness of women's human rights issues from a global perspective, and fostering the development of women's philanthropy.

*Michigan Women's Foundation*, Livonia, Michigan, was organized as a public charity in 1986 to serve the interests of Michigan women and girls by fund-

ing innovative programming and providing technical assistance to enhance existing programs.

*Resourceful Women*, San Francisco, California, is a nonprofit organization incorporated in 1990. The organization helps wealthy women acquire the skills necessary to make prudent and informed choices about philanthropic investments.

The *Women's Funding Network*, based in St. Paul, Minnesota, was established in 1985 as a national resource for public and private women's funds. The Network provides technical assistance, information services, and coordination for member organizations.

*Women & Philanthropy*, Washington, D.C., is a member organization serving professional women who work in philanthropy. It was founded in 1977 as an affinity group of the Council on Foundations to address issues related to funding programs targeting women and girls, and to address underrepresentation of women, especially women of color, in philanthropic leadership.

Cluster grantees engaged in two levels of work during the funded period: *individual activities* designed to solidify and/or expand each organization's operations, and *collective activities* developed in the course of the work to coordinate efforts as well as identify and pursue common objectives.

### *Individual Projects Strengthen Infrastructures*

Each grantee's proposal reflected a thoughtful analysis of what steps needed to be taken to move the organization's work to the next level. Based on the information and resources at hand and the scope of the organization's mission, individual grantees identified target activities to strengthen organizational capacity over the two-year period. Although the approaches of individual grantee organizations varied, all focused on some aspect of organizational development to begin the work. Strategic planning, marketing and communications, technology upgrades, and staff development were a part of most plans.

Each grantee also pursued individual products or projects related to their constituencies' needs or organizational missions:

- *The Global Fund for Women* – implementation of a global Partnership Awards program enabling grantee organizations to become donors through a unique grant program.
- *Michigan Women's Foundation* – strategic planning and communications to better position the organization for long-term growth.
- *Resourceful Women* – development of a leadership program to connect philanthropic decision makers with women of wealth.
- *Women's Funding Network* – development of a comprehensive Women's Funds Database to track and report grantmaking activities.
- *Women & Philanthropy* – expansion and marketing of the learning about Leadership for Equity and Diversity (LEAD) program.

The Women's Philanthropy Cluster allowed organizations to accelerate the pace of their work, access needed expertise, and actively pursue additional mission-related goals. To strengthen infrastructure and expand capacity, grantees initiated *staff retreats*, dedicated staff time to *planning* activities, initiated *surveys* to reach key audiences, invested in *marketing* expertise to support promising projects, and convened *meetings* to draw new partners into philanthropic activities. Initially grantee organizations accessed resources and worked to fulfill objectives independently. However, as the Cluster's work brought participants together, collaboration to accomplish stated goals became another tool for pursuing objectives.

### ***Collective Work Clarifies Issues and Opportunities***

Executive directors of grantee organizations participated in six networking meetings from February 1997 through August 1998. What began primarily as a networking and sharing opportunity quickly evolved into a series of extremely directed work sessions around common

objectives. The detailed analysis individual grantees completed to formulate their Cluster proposals was based on each organization's mission, context, strengths, and needs. Coming together gave grantees the time and resources to collectively complete a similar analysis for women's philanthropy – identifying needed investments, tools, and information – to capitalize on opportunities for the field as a whole.

Through these periodic meetings, grantees clarified the following common challenges underpinning the development of women's philanthropy:

- ***Lack of accurate data*** about the appeal of funds targeting women and girls, related giving practices, and donor habits and preferences. Leaders in the field agreed that more information is needed to tap into the rich potential of women both as donors and philanthropic leaders.
- ***Need for greater visibility*** and effective channels of communication with key audiences, and a common platform or message to emphasize the positive benefits related to women's funding organizations. Grantees concluded that the field of women's philanthropy needs a strategic approach for connecting with key audiences and communicating consistent messages about the value of women's funds and overall benefits to communities.
- ***Need for stronger linkages among philanthropic organizations*** to foster alliances, maximize mutual investments, and share tools. Leaders of grantee organizations underscored the potential benefits of strengthening connections between women's funds and mainstream philanthropy to enhance the missions and capacity of both.

Networking meetings also provided a venue for grantee participation in the development of the Cluster's evaluation. Grantees were engaged in reviewing the plan for gathering information about the Cluster's impact, and in collecting and reporting the data that emerged. In the process, they learned firsthand the utility of weaving evaluation into both the planning and implementation of a funded program. As a result, grantees were more involved in identifying programming impact and more interested in the reporting of individual and collective outcomes.



## CLUSTER YIELDS RETURN ON INVESTMENT

With a modest influx of resources, Women's Philanthropy grantee organizations reported stronger infrastructures and increased leadership capabilities within their organizations. Collectively grantees clarified issues related to the field, and began to develop a network of national and international connections to support future work.

Despite the relatively short time frame of the funding – a factor all grantees noted in how far they could realistically move toward long-term goals – the strides made indicate the very real potential of investing in women's philanthropy. Five major outcomes from the Women's Philanthropy Cluster serve to inform any discussion of how best to promote existing and emerging women's funds in the future.

### Outcome #1: Increased Organizational Capacity

Grantee organizations improved internal capacity to manage funds, track information, and communicate with key constituencies. They successfully developed databases, administered surveys, upgraded internal and external communications using electronic and other media, and improved the tracking and reporting of financial data. The result was more efficient organizations and improved connections with members and/or key constituents.

#### *Evidence and Examples:*

- The Women's Funding Network created and piloted a financial and organizational database to provide comparative data on women's funds to members.
- Resourceful Women administered a survey and conducted focus groups and interviews with current and prospective members. Staff analyzed data and modified programs and practices based upon information gathered.
- Two of five grantees initiated and completed strategic planning projects; the other three implemented existing plans to expand the scope of their work.
- All but one organization reported significant gains in efforts to better use technology, streamline office operations, and/or enhance organizational efficiency.

*Grantee Insights:* Grantees were frank in acknowledging the strains related to increasing operational capacity. Women's funds are modestly staffed and change requires time, patience, and energy, they reported. Technological improvements – new software to manage a database, establishing e-mail, and other projects – were most often cited as time-consuming. Organizational restructuring efforts also were demanding. Tackling these activities while continuing to pursue mission-related objectives, grantees noted, requires support and expertise.

### Outcome #2: Leadership Development

Leadership development activities focused first on board and staff operating women's funds. Retreats, planning sessions, workshops, and educational programs energized and reoriented those closest to the organization's work. Grantees worked with their board members both to prepare them to act as spokespersons, and to assume leadership roles within the organization (on committees, for example) or in other venues (through service on other boards).

#### *Evidence and Examples:*

- All executive directors' leadership skills improved – energizing staff, donors, and members in grantee organizations.
- Board members, staff, and membership assumed more active roles in the organization's work as a direct result of the Cluster focus on leadership.
- Women & Philanthropy now offers expanded leadership programming, through its Leadership for Equity and Diversity (LEAD) seminars, to members and related organizations.

*Grantee Insights:* Participation in Cluster activities was crucial to developing leadership within grantee organizations. Networking contributed to each executive director's wider understanding of the issues surrounding women's philanthropy and awareness of professional resources available to address them. Connections across regional, national, and international boundaries moved leaders outside of their circles and spawned formal collaborations



among organizations. Leaders working regionally and nationally saw the importance of an international perspective, and those working internationally benefited from the experiences and analysis of their colleagues as well.

### **Outcome #3: Expanded Dialogue and New Audiences**

Grantees increased visibility and communication with key audiences. Some expanded the reach of established marketing tools (newsletters, educational programs). Most identified additional ways to connect with key audiences (list serves, web sites, membership surveys, public relations support, presentations at conferences). All are better able to identify and articulate key issues related to women's philanthropy in the wake of Cluster activities.

#### *Evidence and Examples:*

- The expanded communications capacity of Women's Philanthropy grantees led to articles in national publications (including *Time*, *Ms.*, and *Chronicle of Philanthropy*) as well as stories in other media.
- The Global Fund for Women received national awards in philanthropy – from the Aspen Institute Crown Fellows Program for Leadership and the Council on Foundations for its annual report and newsletter.
- An increase in Michigan Women's Foundation public relations activities resulted in 13 media interviews, press mentions in 61 publications, and additional meetings and receptions in new venues.
- Grantees participated in many presentations at philanthropic gatherings and conferences including a planned plenary session at the April 1999 Council on Foundations meeting.
- Grantees expanded the base of solid, credible information about women, money, and philanthropy in the development of numerous academic papers and reports related to their collective inquiry.
- Researchers Mary Ellen Capek and Molly Mead are collaborating in the collection of articles and papers including *Women's Philanthropy: Old Stereotypes, New Challenges*, a book to be published by Jossey-Bass.

*Grantee Insights:* Collective development of specific communication products and activities provided a

springboard for articulating key messages and ongoing work as distinct organizations. Grantees made new connections both with peers in women's philanthropy and with leaders from other philanthropic organizations, such as the Council on Foundations. These connections, grantees believe, will lay the groundwork for more long-term visibility in the field.

### **Outcome #4: Improved Capacity to Measure Impact**

The focus on useful, timely evaluation of project efforts changed the work of grantee organizations. Lessons learned through the two-year granting cycle underscored the value of evaluation as a tool for strategic planning and implementation. Grantee final reports indicated how and where data is being collected, and identified upcoming issues related to measuring impact (such as the need for qualitative as well as quantitative data).

#### *Evidence and Examples:*

- Grantees developed additional evaluation tools to increase accountability and measure impact as they worked toward specific goals.
- The focus on evaluation improved both planning and information gathering in grantee organizations.
- Increased attention to evaluation in proposals is leveraging additional funding for grantee programs.

*Grantee Insights:* Emphasis on the use of innovative evaluation models to identify desired outcomes and measure impact over the course of the funding period demonstrated sound practices for grantee organizations. Grantees readily agreed that learning to measure impact increased their ability to develop strategic approaches to sustainable change and attract additional support for activities. Evaluation, they noted, is time-consuming and requires the full participation and involvement of all staff within an organization.

### **Outcome #5: Additional Support for Programming**

The Women's Philanthropy investment improved grantee organizations' visibility within philanthropic circles, enhanced the legitimacy of their mission in the eyes of some, and contributed overall to their ability to leverage funds from other sources. The



Cluster's collaborative approach also sparked promising connections within the field and fostered partnerships that may solidify resources in the coming years.

#### *Evidence and Examples:*

- Michigan Women's Foundation was able to double its grant awards over the two-year period. General grant awards increased from \$50,000 to \$100,000, and the organization's Young Women for Change program attracted a \$90,000 commitment from a regional bank for its first three years of operations.

- Women & Philanthropy's LEAD program has secured future funding and is in the process of developing a Leadership Institute.
- The Global Fund for Women almost tripled its grantmaking budget – from \$1.2 million in 1996 to \$3.2 million in 1999 – by attracting new funders.

*Grantee Insights:* Grantees credited the Women's Philanthropy Cluster with raising awareness, attracting new partners, generating synergy, and heightening the excitement surrounding their work. Partnerships with other philanthropies, they concluded, can expand the reach and impact of individual organizations.



## LEVERAGE POINTS FOR PHILANTHROPY

## Implications

If the Women's Philanthropy outcomes highlight individual and collective gains from a timely investment in five organizations, they also suggest the potential for focusing on the development of women's funds to expand philanthropic resources. Challenges to women's philanthropy actually mirror issues in the field of philanthropy, and identify where well-placed support has the potential to strengthen the framework for programming and investment in communities locally, regionally, nationally, and internationally.

When viewed in this light, questions raised through the Women's Philanthropy Cluster have bearing on future programming and collaborative efforts in the field of philanthropy in general. These include:

*How can philanthropic organizations in transition best be supported as they solidify and expand operational capacity?*

The five Women's Philanthropy grantees, like many funds that experienced rapid growth in the 1980s and '90s, were organizations in transition at the outset of the Cluster. Functioning on operational systems and approaches established years before, their capacity was necessarily constrained. Yet, working to keep up with the demands of existing programs and relationships, these organizations' ability to invest the time needed to move in new directions was limited as well. At the same time, shifts in political and social climates – changes that ultimately would affect each organization's ability to pursue its mission – were taking place around them. Under the circumstances,

the resources to make needed changes – time, expertise, and capital – were not readily available within the organization. Outside investment was necessary to expand organizational capacity beyond current levels.

Major national and international philanthropies possess the resources and experience to boost emerging funds to a higher level of functioning and stability. Work on the Women's Philanthropy Cluster suggests that the interest, investment, and connections of one organization can serve to foster the development of another. And in the process, the investing organization can gain valuable new partners for future collaborations and expand its understanding of issues facing both particular populations and the larger community.

*How can organizations with distinct missions identify and pursue common objectives?*

Women's funds, like many philanthropic organizations targeting similar groups, have both similarities and differences. Most share basic philosophical beliefs about women's potential and contributions to society. But many also endorse particular approaches and perspectives – views that may make collaboration difficult. Although many organizations actively seek opportunities for working together, ideological differences may dissuade some from collaborating within the field. Others may avoid collaboration based on the "pie" view of philanthropy – the belief that there are only so many donors or issues or programs to go around, so it's best not to share.

Yet when executive directors from grantee organizations were brought together as part of the Women's Philanthropy Cluster, they found more than enough common ground among them to pursue joint objectives. The time and opportunity to meet, discuss, and share in a reflective environment stimulated and enhanced openness to common pursuits. It also generated fresh perspectives and stimulated significant growth for the leaders involved. Collectively grantees accomplished things they could not have working solo. Creating a mechanism for such collaborative thinking and planning may be one practical approach for fostering true collaboration among distinct organizations.

*How does an organization founded to benefit one group engage other audiences in its mission?*

Philanthropic organizations founded to address issues of importance to the well-being and advancement of women and girls have at times been lightning rods for criticism aimed at feminist issues. Since women's funds are committed to using a gender lens in their programming, they face tremendous difficulty making

the case for contributions and participation outside of circles that recognize and endorse their bedrock approach to grantmaking. The fact that women's funds broaden giving activities to encompass new donors and support promising work that might be overlooked by other organizations – actions that benefit both the field of philanthropy and the communities they serve – is often lost in the controversy.

Philanthropic organizations that target specific groups – including communities of color, particular ethnic groups, and youth – often face similar challenges. To improve community life, they need the support of more diverse groups. But reaching untapped sources of support with useful information and positive messages that resonate with a broad audience requires the investment of greater resources than most targeted funds possess. Finding ways to bring groups with similar interests together and identify approaches that will help targeted funds draw more diverse interests into their work remains a challenge to building these organizations' capacity.



## NEXT STEPS TO CAPITALIZE ON WOMEN'S PHILANTHROPY LESSONS

### Recommendations

The Women's Philanthropy work documents the need for further investment and highlights opportunities to strengthen giving. Distilling key recommendations from evaluation data and participants' insight and analysis, Women's Philanthropy stakeholders advocate a number of concrete steps to put women's funds and related philanthropies on a more solid footing.

***Create greater resources to respond to the needs and opportunities of women and girls.*** Women's funds must build assets, enlarge endowments, and reach a larger pool of potential donors to address societal issues affecting women and girls. By working closely with traditional philanthropies – to link with and educate new donors, especially those generating new wealth and baby boomers who will inherit assets in the decade ahead – women's philanthropy can expand giving and tap additional resources to build and strengthen communities.

***Strengthen philanthropy by building the organizational capacity of women's funds.*** The timing is right for

increased investment in women's philanthropy. The potential for identifying new donors, accessing new wealth, and improving community life by addressing issues related to women and girls has never been greater. The two-year Women's Philanthropy Cluster produced some promising results. But an influx of additional resources from mainstream philanthropy – to build the organizational capacity of women's funds – could tap into tremendous resources for women and girls, and expand leadership for women's funds and the field of philanthropy in general.

***Expand knowledge in the field through inquiry, evaluation, and dissemination.*** Women's philanthropy lacks a well-developed research base to underscore the value of this type of targeted funding – both for philanthropy and communities – and increase information about women as donors. Systematic inquiry, data collection, analysis, and dissemination can help answer questions, identify promising approaches to reach new audiences, and provide a solid basis for future programming to expand philanthropy.

***Develop messages to widen the appeal of women's funds.***

Relating women's philanthropy to broad issues that affect women and their families – day care, education, work flexibility – may draw new audiences traditionally unwilling to align themselves with “hot button” issues such as domestic violence, sexual harassment, or abortion. Raising visibility, perhaps by initiating and evaluating public awareness campaigns on attitudes towards women's philanthropy, may be one way to begin this process.

***Continue to connect women's funds to philanthropy in both U.S. and international circles.***

By networking and collaborating with peers in the United States and around the world, women's funds gain valuable allies in their own work and share useful insights to inform programming and policy decisions within related organizations. Overt efforts to interrelate the ongoing work of women's philanthropy with other targeted funds can create a broader base for collabora-

tion, increase knowledge, and broaden awareness of the contributions targeted funds can make both to philanthropy and the communities they serve.

***Focus on leadership development to sustain and grow women's philanthropy.***

The need to identify and nurture leaders in the field emerged in every analysis of how to support the productive growth of women's philanthropy. Many founders of women's philanthropies were propelled to action by a passionate, often firsthand, understanding of society's tendency to overlook issues affecting a particular group. To continue to build on this passion, women's philanthropy needs a savvy cadre of leaders. Mainstream philanthropies, too, need visionary leaders who understand issues facing women and appreciate the potential gains to philanthropy women's funds represent. Including young women in the work of mainstream and women's philanthropy will ensure a next generation of leaders to bear the legacy and continue the work.



## WOMEN'S PHILANTHROPY EXPANDS RESOURCES FOR THE COMMON GOOD

## Conclusion

The Women's Philanthropy Cluster has been instrumental in strategic planning for the W.K. Kellogg Foundation's continued commitment to promoting philanthropy. Working collaboratively, Kellogg Foundation grantees are implementing strategies to link the pursuits and issues of women's funds with mainstream philanthropic activities, and to ensure the field supports an even more vital group of women's funds, a corps of capable leaders, and increased financial resources in the coming years. But the value of lessons learned related to this cluster of projects extends beyond any single programming goal.

Strengthening and connecting women's philanthropy is emblematic of the possibilities for deepening philanthropic impact regionally, nationally, and globally. Improving the opportunities and economic circumstances of women and girls enriches families, communities, institutions, and societies. Targeting women as one important group of emerging philanthropists – drawing them into decision making and tapping them as new donors – increases both the number of potential donors and the experiences and insights they bring to philanthropic work. And by acting to increase the organizational capacity and connections of women's funds now, philanthropy

will be better positioned to access a share of the inherited wealth baby boomers stand to gain. In other words, recognizing the promise of women's philanthropy – and taking steps to realize that potential – can both improve civic life and expand philanthropic participation significantly in the next ten years.

Philanthropies and communities are equally vested in the future of women's philanthropy and other funds created for and by specific groups. All are part of the same realm and need to be engaged in the same pursuit – expanding resources for the common good. As Kellogg Foundation grantees explore innovative approaches to expanding resources, Women's Philanthropy grantees will continue to share what is learned – data collected and models refined – to expand the knowledge and resources available to strengthen philanthropy. But we also call upon all civic institutions – philanthropic, nonprofit, public, and private – to explore ways to connect with and strengthen women's funds and related work for the benefit of communities. By partnering to achieve common goals, the collective assets, interests, and energy of philanthropy and communities can develop sustainable solutions to societal challenges.



# Acknowledgments

This report could not have been completed without the contributions of many individuals and organizations. We are indebted to the following for their assistance:

**Cluster Members and Organizations:** Felicia Lynch, president and CEO of Women & Philanthropy; Carol Mollner, former executive director of the Women's Funding Network, and Ruth Goins, acting executive director; Kavita Ramdas, president of the Global Fund for Women; Peg Talburt, executive director of the Michigan Women's Foundation; and Judy Bloom, former executive director, and Alissa Hauser, executive director of Resourceful Women.

**Evaluators:** Laura Sperazi and Laurisa Sellers, cluster evaluators, and their colleagues on the individual project evaluation teams.

**Consultants:** Sonia Barnes, Yvonne Cheek, Stephanie Clohesy, and Mary Cohen.

**Authors, Commissioned Papers:** Mary Ellen Capek, Marcia Kingslow, and Molly Mead.

**W.K. Kellogg Foundation Staff:** Christine Kwak, Freddye Webb-Petett, Robin Leonard, and the Communications Department.

We would also like to thank the many individuals who took the time to review this document in draft form and provide thoughtful feedback. Their insights were instrumental in shaping the final report.

*For more information about the Women's Philanthropy Cluster, please contact:*

Christine Kwak, Program Director  
W.K. Kellogg Foundation  
One Michigan Avenue East  
Battle Creek, Michigan 49017-4058  
616/968-1611  
Fax: 616/968-0413  
<http://www.wkkf.org>

Kavita Ramdas, President and CEO  
The Global Fund for Women  
425 Sherman Avenue, Suite 300  
Palo Alto, California 94306-1823  
650/853-8305  
Fax: 650/328-0384  
[gfw@globalfundforwomen.org](mailto:gfw@globalfundforwomen.org)

Peg Talburt, Executive Director  
Michigan Women's Foundation  
17177 N. Laurel Park Drive, Suite 445  
Livonia, Michigan 48152  
734/ 542-3946  
Fax: 734/542-3952  
[pegtalburtt@yahoo.com](mailto:pegtalburtt@yahoo.com)

Alissa Hauser, Executive Director  
Resourceful Women  
Presidio Building #1016  
P.O. Box 29423  
San Francisco, California 94129-0423  
415/561-6520, ext. 15  
Fax: 415/561-6462  
[ash@rw.org](mailto:ash@rw.org)

Women's Funding Network  
332 Minnesota Street, Suite E-840  
St. Paul, Minnesota 55101-1320  
651/227-1911  
Fax: 651/227-2213  
[wfn@wfnet.org](mailto:wfn@wfnet.org)

Felicia Lynch, President and CEO  
Women & Philanthropy  
1015 18th Street N.W., Suite 202  
Washington, D.C. 20036  
202/887-9660  
Fax: 202/861-5483  
[flynch@womenphil.org](mailto:flynch@womenphil.org)

The monograph series, *Women and Philanthropy: Old Stereotypes, New Challenges* by Mary Ellen Capek, may be found at the Women's Funding Network website: [wfn@wfnet.org](mailto:wfn@wfnet.org)



**W.K.KELLOGG  
FOUNDATION**

One Michigan  
Avenue East  
Battle Creek, MI  
49017-4058  
USA  
616-968-1611  
TDD on site  
Telex: 4953028  
Facsimile: 616-968-0413  
Internet: <http://www.wkkf.org>